

# National Highways

## Chair

### Candidate pack

August 2023



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## WELCOME NOTE FROM MARK HARPER, SECRETARY OF STATE FOR TRANSPORT

Thank you for your interest in applying to be the next Chair of National Highways Ltd (NH) – a role which will play a vital part in supporting the planning, designing, building, operating, and maintaining of England’s motorways and major A-roads, known as the strategic road network (SRN).

This is an important time for the Department for Transport (DfT). We are investing heavily in infrastructure and public transport to improve journeys, boost connections, level up the country and support economic growth. Central to our mission is delivering transport that works for everyone in our society.

In the Chair, we require an exceptional leader with excellent communication skills to manage relationships and stakeholder engagement. The right candidate will have a proven track record in delivery, to help achieve NHs and government’s priorities.

The SRN is a critical asset underpinning the economic prosperity of the country. This is a critical time for NH, and the new Chair will lead and support the Company to deliver the government’s road investment programme, embed a world-class safety culture and manage important challenges such as environmental impact.

I strongly welcome applications from all backgrounds. As part of the Department’s commitment to diversity, we believe our public appointments should reflect our customers - the travelling public – who come from all walks of life and have different experiences. We very much welcome fresh talent, expertise, and perspectives, to help us better understand the needs of the communities we serve and support better decision making for all. This includes people who may have never applied for a public appointment – but could bring new ideas, insights and energy.

Our dedicated DfT Public Appointments Team would be happy to talk through the process and answer your questions.

**Rt Hon Mark Harper MP**  
**Secretary of State for Transport**



## ORGANISATION BACKGROUND

NH is the government company which plans, designs, builds, operates, and maintains the SRN. The Company has a single shareholder in the Secretary of State for Transport and is a government-owned arm's length body (ALB), established under the Infrastructure Act 2015.

NH plays a vital role in managing and improving the SRN to make journeys safer, smoother, and more reliable. The SRN is the backbone of the country, enabling businesses to transport products and services, providing access to jobs and suppliers, and facilitating trade and investment across the country. Investment in the SRN directly supports at least 65,000 jobs and 5,000 apprenticeships. More widely, companies that rely on the SRN contribute over £400bn in Gross Value Added to the economy.

Beyond that, NH is working hard to meet the government's commitment to zero carbon. NH also needs to exploit the full potential of the digital revolution, both in delivery of its activities, and in its communications with road users and stakeholders.

The DfT's [Framework Document](#) sets out NH's roles and accountabilities, along with those for the Secretary of State for Transport and DfT. The Framework Document provides clarity of purpose for NH to achieve the shared objective of delivering a network that provides the best possible service for customers and stakeholders, and supports broader economic, environmental and safety goals.

### Looking Ahead:

This is an important period for NH as they deliver the government's multi-billion-pound strategic roads investment programme, continuing to set highways standards for the UK, and embarking on a digital future, which is also net zero carbon.

NH receives funding from DfT in five-year cycles called Road Investment Periods. This enables NH to plan for the long term, and provide excellent value for money for its customers, the taxpayer and the country. The Government is currently planning to develop the third Road Investment Strategy (RIS3), which will cover the period from 1 April 2025 to March 2030. RIS3 will build on these successes of the first two road periods (RIS1 and RIS2), adjusting focus where necessary to tackle the next big priorities for improvement and to achieve the long-term strategic vision for the network.

### National Highway's priorities and challenges:

- **Delivering on its targets** – Delivering the second Roads Investment Strategy (RIS) up to 2025 meeting key commitments on safety, meeting the needs of customers, efficiency and more.



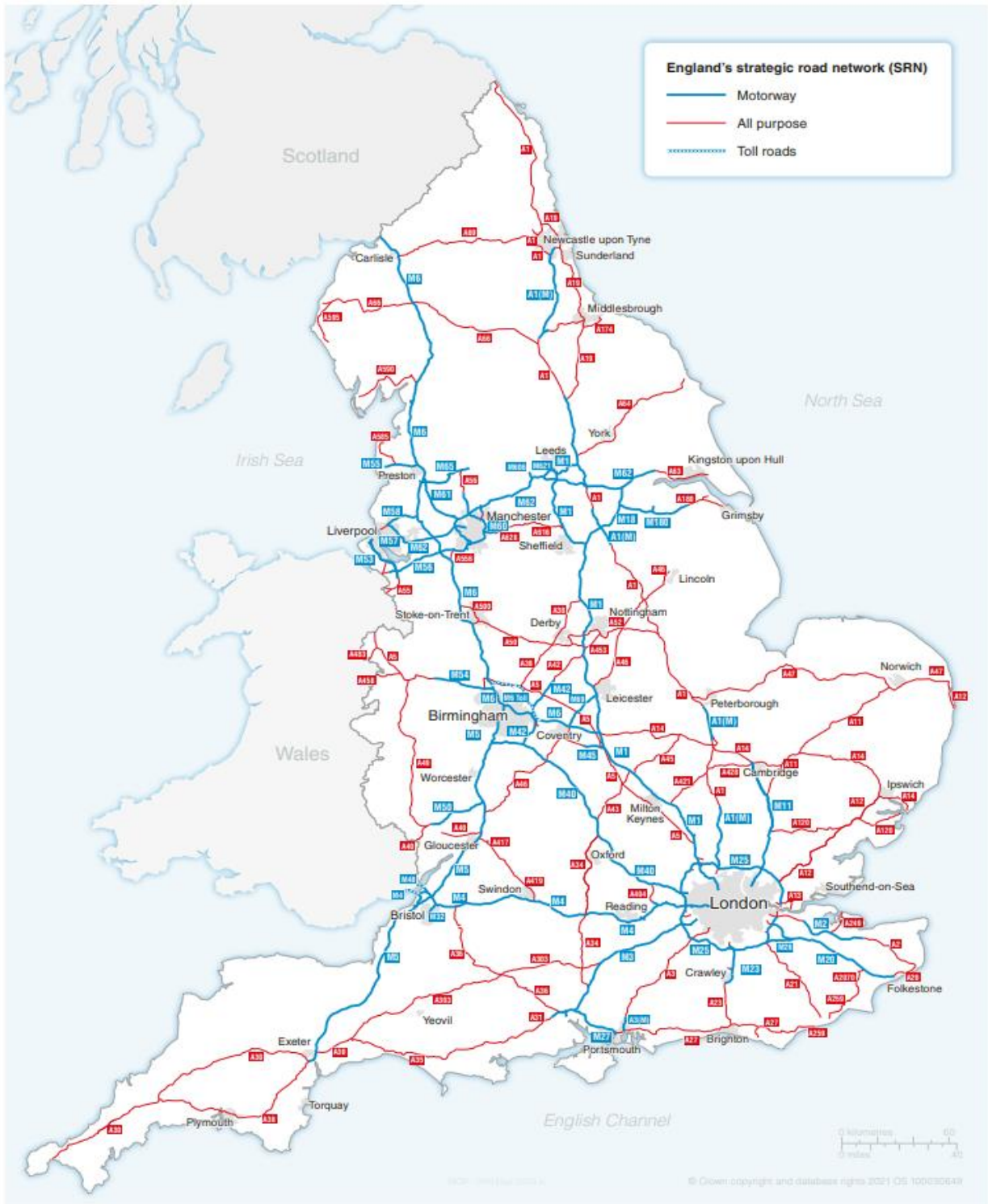
- **Delivering schemes** – Continue to deliver the current RIS, including major projects such as the Lower Thames Crossing. Manage tough challenges around Development Consent Orders and to develop RIS3.
- **Safety** - Everyone who uses and works on NH roads should get home safe and well. Delivering NH's zero harm strategy and encouraging a world-class safety culture within the organisation.
- **Environment and sustainability** – Ensuring NH can deliver its environmental commitments and shift from mitigating environmental harm to environmental enhancement.
- **Customers** - With more than four million daily journeys, the SRN plays a vital part in connecting the nation. NH is working to create a more digitally enabled network and better end-to-end service to address shifting customer expectations on areas such technology and environment.



Figure 1 - Strategic Road Network (SRN):



# National Highways Strategic Road Network





## ROLE DESCRIPTION

**Title:** Chair of National Highways

**Reports to:** Secretary of State for Transport

**Duration:** An initial term of 3 years, with the possibility of re-appointment

**Remuneration:** £120k for up to 2 days per week

### Key Responsibilities:

The Chair of NH is responsible for leading the Board and ensuring its effective operation on behalf of the Secretary of State as sole shareholder. The Chair will encourage and constructively challenge the organisation's executive leadership team in their pursuit of achieving the goals and strategic vision of NH.

The Chair provides a conduit between NH and the DfT and provides a vital sounding board for Ministers. The Chair should build effective relationships and networks with key stakeholder Ministers and leaders across Government. The core responsibilities of the Chair will include:

- Effectively lead the Board, drawing out the skills and experience of other Non-Executive Directors.
- Be responsible for setting NH's strategic direction and ensuring it is aligned with the policy priorities and objectives of the Secretary of State.
- Ensuring a high performing organisation that is aligned to and performing against agreed commitments and Key Performance Indicators.
- Along with the members of the Board, play a leading role in NH's engagement with its key stakeholders, both within Government (including Ministers and officials in the DfT, HM Treasury and the Infrastructure Projects Authority), and externally, including the Office for Rail and Road (ORR), Transport Focus, suppliers, and major road users.
- Ensure that there is a close and transparent relationship between NH and the Department.
- Take a lead role in NH's relationship with the Secretary of State for Transport as its sole shareholder and client, as well as DfT's Permanent Secretary as Principal Accounting Officer, making sure NH and DfT's priorities and concerns are mutually understood.
- Maintain the optimal balance between support and challenge, ensuring that the Board is effective in holding the executive to account and providing strategic direction to the organisation.



- Take responsibility for Board's (and key Executive roles) capability and recruitment activity to ensure the Board has the necessary skills to ensure overall effectiveness.
- Promote the highest standards of integrity, probity, and corporate governance, ensuring that NH complies with all governance requirements, including relevant elements of the FRC Corporate Governance Code.
- Maintain a focus on promoting equality and diversity through Non-Executive and Executive appointments and throughout the organisation as a whole.
- Ensure there is a Board Operating Framework in place setting out the role and responsibilities of the Board consistent with the *Government Code of Good Practice for Corporate Governance*.
- Be a representative for NH to the public and stakeholders.



## CANDIDATE PROFILE

The Chair of NH will lead a complex organisation, with the support of a strong and capable Board and successfully deal with current and future challenges. We are looking for a leader who is able to demonstrate the following attributes:

- i. **A proven ability to deliver outcomes whilst ensuring value for money and delivering to timescales, either in an infrastructure management environment or other relevant sectors.**
- ii. **Ability to provide strategic leadership and change management to a large and complex organisation.** Provide innovative and inclusive direction, particularly through periods of change, and promote organisational development.
- iii. **Politically astute in both managing relationships and stakeholder engagement.** Able to operate effectively in a complex and diverse stakeholder environment and build confidence and foster credibility with Ministers, leaders across Government and other sectors.
- iv. **Possess excellent communication and interpersonal skills.** Able to confidently engage and collaborate effectively with a wide variety of stakeholders, including an ability to offer challenge in a constructive, straightforward and open manner. Adept with media handling and comfortable in the media spotlight.
- v. **Relevant experience at Board-level.** Able to effectively lead and support a diverse Board in challenging and holding the Executive to account and convey confidence in the organisation's capability to deliver its objectives. Serve as a mentor and sounding board to the CEO and the leadership team.

Candidates' suitability for the role will be assessed against criteria i-v above.



## HOW TO APPLY

If you wish to apply for these positions, please supply the following **by 11:59pm on the 17 September**. Any applications submitted after the closing date, or that are missing any of the following documents, will not be accepted.

- A **CV or equivalent biographical information** (maximum two sides A4, minimum 12 font) setting out your career history and including details of any professional qualifications.
- A **short supporting statement** (maximum two sides A4, minimum 12 font) setting out how you meet the essential criteria – make sure you refer to the contents of this document and provide specific examples.
- In addition, please also complete and return via email the **form at Annex B**
- Completed applications should be sent to Leanne Hill at [ApplicationsKF@kornferry.com](mailto:ApplicationsKF@kornferry.com) with 'NH Chair Appointment' included in the subject line.

If you have any queries about this role, please contact Peter Guilder at [peter.guilder@kornferry.com](mailto:peter.guilder@kornferry.com)

### Indicative Timetable

Please note that these dates are only indicative at this stage and could be subject to change. Please let us know if you are unable to meet these timeframes.

Advert Closing Date	17 September
Short List Meeting	Late September
Final Panel Interviews	October/November

### Selection Process

This role is being competed in accordance with the Governance Code (January 2017)<sup>1</sup>, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness, and fairness.

The selection panel for this appointment competition is: Bernadette Kelly (Permanent Secretary, DfT), panel Chair, Olivia Grant, Senior Independent Panel Member, Dame

<sup>1</sup><https://www.gov.uk/government/publications/governance-code-for-public-appointments>



Judith Hackitt (Non-Executive Director, HS2 Ltd), and David Noyes (Non-Executive Director, Network Rail).

Korn Ferry will acknowledge your application and keep you updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for interview.

The Interview location is to be confirmed. They are expected to last for between 45 and 60 minutes. Further details about the format will be provided to you in advance.

The decision to appoint to this role rests with the Secretary of State. Appointable candidates may be invited to meet with the Secretary of State, or another DfT Minister, before they make a final decision.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the DfT Public Appointments Team.

You can expect the recruitment process to take approximately 7 months, however, applicants will be kept informed of progress.

## ADDITIONAL INFORMATION

### Appointment Term

- Your appointment as Chair of NH will be made by the Secretary of State for Transport.
- The appointment will be for an initial term of 3 years, with the option of re-appointment by mutual agreement and subject to approvals.
- It should be noted that this post is a public appointment; Chairs/ Non-Executive Board members are neither employees of the Crown nor the DfT. Such appointments are not normally subject to the provisions of employment law.
- Appointments may be ended prior to the conclusion of the period of appointment.



### **Time Commitment**

The anticipated time commitment is up to 2 days per week. The role involves attendance at Board meetings either in person or remotely, providing specialised advice as required, preparation time, travel, and work outside of meetings.

### **Remuneration**

- £120k per annum
- Members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set centrally by the Department for Transport.
- Applicants should note that the successful candidates cannot be remunerated for this role if they are being paid for an existing full-time role from the public purse.

### **Location**

Flexible – some travel to London and other National Highways regional locations will be required.

### **Availability**

The successful candidates are expected to commence the role in January, subject to the successful completion of pre-appointment checks and security clearance.

### **Security clearance**

The successful candidate will be required to have or be willing to obtain the appropriate security clearance. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-6 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate has passed all checks.

### **Equal Opportunities Monitoring**

We believe that by being a diverse and inclusive workplace, where everyone is valued, we are more motivated, higher performing and more committed to our team. We welcome all applicants, regardless of gender, sexual orientation, social background, religious beliefs, ethnicity, or age.

As part of the application process, we ask candidates to complete equal opportunities monitoring information in the **form at Annex B**. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. This part of the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

### **Disability Confident**

The Department for Transport values and promotes diversity and is committed to equality of opportunity for all and to the appointment of disabled people. As part of the Disability Confident scheme, we will select the disabled candidates who best meet the essential criteria for the role.



In order to guarantee an interview to all disabled candidates ([as defined by the Equality Act 2010](#)) who satisfy all the essential criteria for the role and wish to be considered under the Disability Confident Scheme, we need candidates to declare a disability and that they wish to be considered under the Scheme.

What do we mean by a disability?

To be eligible for consideration under the Scheme, you must be considered disabled under the Equality Act 2010. This means that you must have or have had in the last 12 months, a physical or mental impairment which has a substantial long-term adverse effect on your ability to carry out normal day-to-day activities. This includes those whose disability has lasted, or is likely to last, for 12 months, or if the disability or condition is likely to progress or recur.

You do not have to be registered as a disabled person to apply under this scheme.

### **Nationality**

This is a non-reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals and certain non-EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You will not be asked to produce evidence to confirm your eligibility at the application stage, but you will be required to do so should you be invited to the final panel interview.

### **Standards in public life**

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Review Body's "Codes of Practice". Candidates will be expected to abide by the "Seven Principles of Public Life" set out by the Committee on Standards in Public Life in **Annex A**.

### **Disqualification for appointment**

There are circumstances in which an individual will not be considered for appointment. They include:

- people who have received a prison sentence or suspended sentence of three months or more in the last five years.
- people who are the subject of a bankruptcy restrictions order or interim order.
- in certain circumstances, those who have had an earlier term of appointment terminated.
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.
- anyone who has been removed from trusteeship of a charity; and
- Roles listed under the House of Commons Disqualification Act 1975 or the Devolved Administrations equivalent.



### Registration of interests

The purpose of these provisions is to avoid any danger of Board members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

Public appointments require the highest standards of propriety, involving impartiality, integrity, and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable, or political interest which might be material and relevant to the work of the body concerned should be declared. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the Board in the **form at Annex B**. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

### Political activity

Members will need to show political impartiality during their time on the Board and must declare any party-political activity they undertake in the period of their appointment. Details of the successful candidate's declared political activity must be published by appointing departments when the appointments are publicised.

Your political activity will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you may if you choose include it separately in the main body of your application.

### Due diligence

Due diligence will be carried out as part of the application process. As well as checks made regarding the above, searches will be carried out via internet search engines and any public social media accounts. It will be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any findings.

### Data Protection

Please find attached [Korn Ferry's Privacy Policy](#).

Please see the Monitoring and Supporting Evidence Form at **Annex B** for details of how we handle your personal data.



## Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with:

Via email: DfT Public Appointments [DfTPublicAppointments@dft.gov.uk](mailto:DfTPublicAppointments@dft.gov.uk)

Public Appointments Team  
Shareholdings, Appointments and Inquiry Response Directorate  
Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

We will reply to your complaint within 20 days.

If you remain unsatisfied, please [contact the Office of the Commissioner for Public Appointments](#). The Commissioner can only investigate complaints relating to regulated Public Appointments.



## ANNEX A

### **Seven Principles of Public Life**

The principles of public life apply to anyone who works as a public officeholder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public officeholders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

#### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

#### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

#### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

#### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

#### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the public interest clearly demands.

#### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

#### **Leadership**

Holders of public office should promote and support these principles by leadership and example.



## ANNEX B

### **Privacy notice**

The Department for Transport (DfT) is the joint controller, with the Cabinet Office and The Office of the Commissioner for Public Appointments (OCPA), for any personal data which you provide to us in this form.

Information provided as part of this application will be kept securely within DfT and destroyed within 5 years of the conclusion of the recruitment campaign.

DfT uses this form to gather evidence on DfT's public appointments.

The lawful basis that applies to this processing is that it is necessary for the performance of a task carried out in the public interest to inform DfT's recruitment policies in accordance with the Department's public sector equality duties. For processing special category personal data (disability, religion, sexual orientation and ethnicity), we rely on Article 9(2)(g), reasons of substantial public interest (equality of opportunity and treatment).

### **Section A - Diversity information**

Your responses to questions regarding your gender, if you are disabled, your ethnic group, sexual orientation, your religion or belief, your age, principal residence and professional and socio-economic background will **never** be made available to the panel considering your application.

Public appointments are made by Ministers, after a fair and open process, based on merit in accordance with the Cabinet Office Governance Code and the Public Appointments Order in Council. By providing the diversity monitoring information you will be helping us meet our public sector equality duty under section 149 of the Equality Act 2012 and section 75 of the Northern Ireland Act 1998. This diversity information is also collected on behalf of the Cabinet Office OCPA. This data will not be connected to your name when it is shared, it is supplied anonymously.

OCPA collects diversity information in order to produce management information about the public appointments process, and the diversity of the field of applicants. It will be published in OCPA's annual report and website, in aggregated form. This data is collected and held on the basis that you consented to provide this information to departments alongside your application and you have not given notice that you do not wish for your data to be processed for this purpose.

This data may be held for up to 3 years by OCPA and up to 5 years by the Cabinet Office and the Government Department, who are all joint controllers of the data. This data is shared with Cabinet Office IT suppliers, identified as processors, in order to securely collect and store the data.

### **Section B - Significant Political Activity, Conflicts, Standards in Public Life and Disqualification**

Only the information provided in section B will be made available to the panel if you are called for interview. In line with the Governance Code for Public Appointments and the Code of Conduct for Board Members of Public Bodies, we may also need to consult with Cabinet Office for advice on matters related to disqualification, conflicts of interest or standards in public life.

**Section C - Reasonable Adjustments**

Information you provide on any reasonable adjustments you require will not be shared outside of the Department, with two potential exceptions. Firstly, subject to the adjustment/s you require, members of the Advisory Assessment Panel may need to be briefed on how an element of the assessment process needs to be adjusted for you e.g., if an interview is to be handled differently.

On occasions, a third party may be commissioned to support you in for example, attending an interview. The third party is not permitted to use your data for any other purposes or retain your data beyond the lifetime of the recruitment process.

**Section D - Disability Confident**

If you have applied through the Scheme, we do not share this information with the Advisory Assessment Panel until after the shortlisting has concluded. Following shortlisting, if you have met all the essential criteria for appointment, you will be offered an interview. The Panel will be informed of this. If you are not shortlisted for interview, we can provide a summary of the assessment of your written application if you choose to request feedback. If you are shortlisted for interview, we may also need to make the panel aware of any particular assistance that is to be put in place for interviews, depending on its nature, and likewise with a third party who we may commission to support you, for example, a speech facilitator. The third party is not permitted to use your data for any purposes or retain your data beyond the lifetime of the recruitment process.

**Section E - Professional referees**

By providing these details you agree to us contacting referees, should your application be taken forward. The information provided in will be made available to the panel if you are called for interview.

**Privacy policy**

DfT's privacy policy has more information about your rights in relation to your personal data, how to complain and how to contact the Data Protection Officer. You can view it at: <https://www.gov.uk/government/organisations/department-for-transport/about/personal-information-charter>.

To receive this information by telephone or post, contact us on 0300 330 3000 or write to Data Protection Officer, Department for Transport, 3rd Floor, One Priory Square, Hastings, East Sussex, TN34 1EA.